EXHIBIT A

Orig

Disclosure SMS8-1999-0016

Created By: Mark Goebel **Created On:**
Last Modified By: Arthur Haviland **Last Modified On:**

*** IBM Confidential ***

Required fields are marked with the asterisk (*) and must be filled in to complete the form.

Summary

Status	Under Evaluation
Original Location	SMS
Processing Location	END
Functional Area	GS-(HEALD) IBM Global Services
Attorney/Patent Professional	John Pivnichny/Endicott/IBM
IDT Team	Richard Malek/Endicott/IBM; Rob Edwards/Endicott/IBM; Robert L King/Endicott/IBM; Jon B. Martens/Endicott/IBM
Submitted Date	
Owning Division	GS
PVT Score	To calculate a PVT score, use the 'Calculate PVT' button.
Incentive Program	
Lab	
Technology Code	

Inventors with Lotus Notes IDs

Inventors: Gerard Vahee/France/IBM, Martine Sallier/France/IBM, Pascal Negros/France/IBM, Elyse Anchell/Boca Raton/IBM, Peter M Hayes/Burlington/IBM, Sue Davies/UK/IBM, Maureen Zorio/Austin/IBM, Carrie Bracht/Austin/IBM, Carolyn Schorn/San Francisco/IBM, David Smith/Mount Pleasant/IBM, Darryl Ames/Mount Pleasant/Contr/IBM, Geoff Southgate/UK/IBM@IBMGB

Inventor Name > denotes primary contact	Inventor Serial	Div/Dept	Manager Serial	Manager Name
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Sallier, Martine	060637	0250/000	052854	Kreiss, Laurent
Negros, Pascal	060638	0250/000	060637	Sallier, Martine
Anchell, Elyse N.	149287	0250/000	149282	Chmielecki, Mark A.
Hayes, Peter M.	202229	0250/000	202277	Smith, Mark L.
Davies, S. (Sue)	060607	0250/000	202277	Smith, Mark L.
Zorio, M.A. (Maureen)	148292	0250/000	052854	Kreiss, Laurent
Bracht, Carrie J.	180744	0250/000	148301	Frost, Jr., Robert P. (Bob)
Schorn, C. (Carolyn)	052178	0250/000	148301	Frost, Jr., Robert P. (Bob)
Smith, David S.	28255	0250/000	052854	Kreiss, Laurent
Ames, Darryl (CONTRACTOR)	10-Dec	0250/000	202277	Smith, Mark L.
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IDT Selection

IDT Team	Attorney/Patent Professional
[redacted]	[redacted]

Response Due to PKL: [redacted]

Main Idea

Title of disclosure (in English)
Worldwide Project Management Method (WWPMM)

Idea of disclosure
1. Describe your invention, stating the problem solved (if appropriate), and indicating the advantages of using the invention.

IBM has invested in defining a common approach to the management of projects in order to gain the following benefits:

- having a reference point that defines a good practice that, when implemented, reduces project risk;
- improved capability to staff projects from any part of the organization without prolonged learning;
- increased sharing and learning from experience by helping all members of the IBM PM community to use the same vocabulary; and
- reduction in development effort by having a common underlying structure for tools and education

The new worldwide method is intended to address the issues of productivity by providing a "consistent approach" to managing projects within IBM. The Method will be utilized on internal, as well as externally managed projects by IBM.

The Worldwide Project Management Method (WWPMM) is the name used to describe IBM's worldwide project management methodology, which defines the way we manage projects in IBM. WWPMM, which is sponsored by the Project Management Center of Excellence, is a response to the Corporate Executive Council (CEC) action to establish a single, common project management method for IBM projects worldwide.

WWPMM is derived from a number of IBM project management best practices including Project Management Method Version 1 (PMM) and other recognized industry standards such as the Project Management Institute (PMI) PM Body of Knowledge (PMBOK), Software Engineering Institute (SEI) and the International Standards Organization (ISO). Influences from IBM's existing business processes, Integrated Product Development (IPD) and Customer Relationship Management (CRM), were incorporated into this method. WWPMM should be used as a reference to strengthen IBM.s project management practices providing a single reference point of PM practice.

WWPMM describes a broad model for project management activities, which must be adapted to the features of each particular project. The model facilitates the sharing of project management knowledge and experience, improves identification and usage of best practices, and improves project results through avoidance of common pitfalls. WWPMM should be used as a reference to strengthen project management practices providing a single reference point of PM practice. This approach includes typical:

- PM Domains: the basic Project Management processes arranged by domain which are similar to the PMI Knowledge Areas
- PM Work Products: the items which are manipulated by the processes and which a project manager uses to manage the project
- PM Work Patterns: a series of scenarios which link the processes to help the project manager achieve day to day operations

In addition to an on-line version of the WWPMM content browser (URL http://pmmethod.somers.hqregion.ibm.com/) , a CD-ROM based version will also be available.

There will be continuing efforts to imbed this reference material into the tools and management systems that the project management community uses. Toward this end, a core set of procedures and work product templates (referred to as 'PM System Starter Set') will be published early next year. These materials, when used with appropriate tools and management systems, provide a quick start for projects and project management activities. Business units, competencies or business processes may tailor these to their management systems so that individual project managers will have an even more focused 'starter set' available to them.

2. How does the invention solve the problem or achieve an advantage,(a description of "the invention", including figures inline as appropriate)?
This new method combines the best practices of IBM project management and provides a consistent

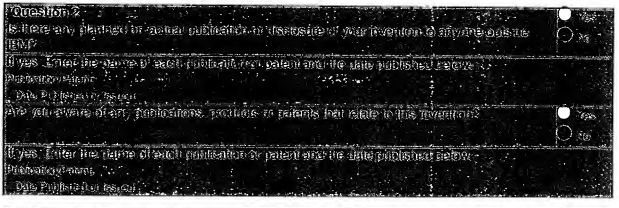
"common method" worldwide. It addresses all items outlines in item 1 of this disclosure.

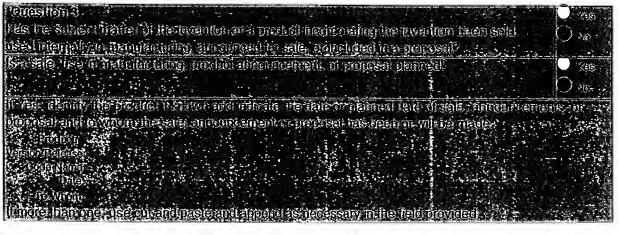
3. If the same advantage or problem has been identified by others (inside/outside IBM), how have those others solved it and does your solution differ and why is it better?
There has been no common approach to project management across all areas of IBM, only regional or a constituency approaches. This is the first worldwide approach.

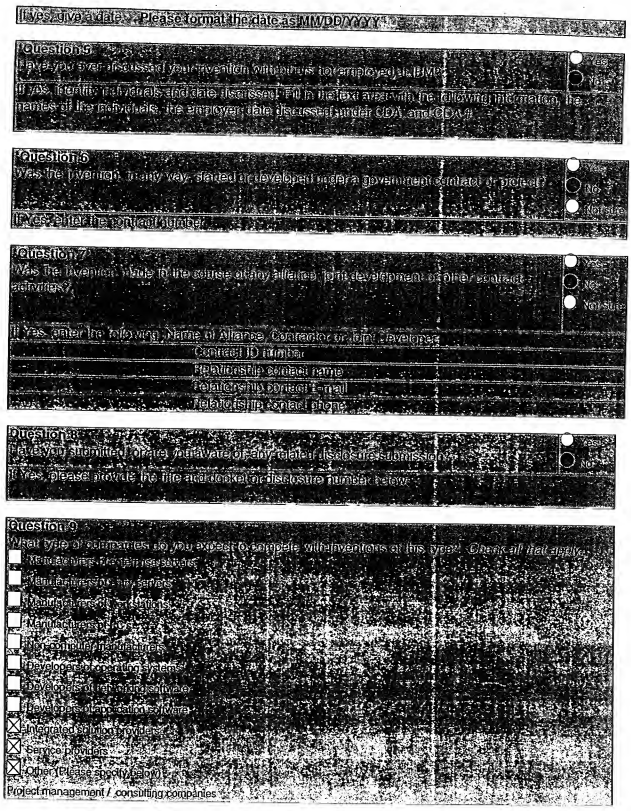
4. If the invention is implemented in a product or prototype, include technical details, purpose, disclosure details to others and the date of that implementation.
Timetable as follows:

Announcement scheduled -
CD-ROM available -
Distance leaning education module available (Knowledge Refresh) ;
WWPMM version. 2 (PM System Starter Set) .
Worldwide Deployment and implementation begins

***Critical Questions (Questions 1 - 7 must be answered)**







Patent Value Tool (Optional - this may be used by the inventor and attorney to assist with the evalua

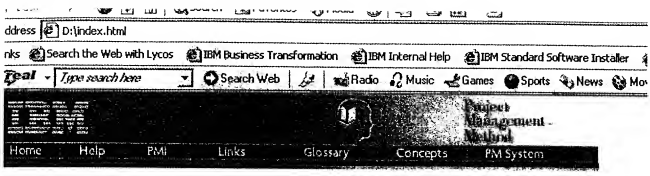
(The Patent Value tool can be used by you or the evaluation team to determine the potential licensing value of your invention.)

The **Patent Value Tool** has not yet been used to calculate a score.

Post Disclosure Text & Drawings
Enter any additional information relating to this disclosure below:

(Form Revised 12/17/97)

ITEM 1



Welcome to IBM's
Worldwide Project Management Method

Before browsing this site, please read
WWPMM Concepts

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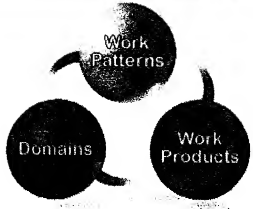

Click an entry point to explore a subject

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ITEM 2
==========> 2)

----- Forwarded by Liliane Lafuite/France/IBM on 03/11/2004 16:38 -----

Sue Davies@IBMGB
12/08/99 19:19

To: John Wilson/Mount Pleasant/Contr/IBM@IBMUS
cc: John Palmer/Mount Pleasant/IBM@IBMUS, Paris Team, David Harris/UK/IBM@IBMGB, Mark Goebel/Atlanta/IBM@IBMUS
From: Sue Davies/UK/IBM@IBMGB
Subject: WWPMM Web-site

John,

Thanks for the web site information. I have had a look at this, the navigation is fine, exactly what we expected (except for the links from Concepts to Glossary, which we've already discussed). There is a problem with links from one Work Pattern to another, where the original diagram seems to be retained, but

perhaps this has not yet been fully developed.

I have a number of concerns about the contents, which are perhaps premature, as it's under development, but you can ignore any comments on problems you know about and are fixing.

By far the most serious, and Doug says this is is intentional, is the removal of all identifiers from all WWPMM objects. So where we have *ChM.20.10. Approve changes*, you have only *Approve changes*.This completely loses all reference to the structure of WWPMM. While the hot-links correctly take you to the right process, work pattern or work product, you have no idea where you are going. I understand this was planned, if so, David, please may I raise this as a very serious issue.

The development team were not aware of this, and I feel it is totally against John Palmer's declared objective of fully representing the WWPMM material. All our material contains identifiers, the structure is impossible to follow without these. To make things worse, where we have X-refs in the body of the text, rather than in the listed X-ref sections, these still have the identifiers in, although they are now meaningless.

The loss of identitiers in Work Patterns is compounded by the fact they are listed in alphabetical order, not by Work Pattern Group. This means the entire concept of Work Pattern Groups has no visibility on the web-site.

While appreciating that everything is still under development, the number and severity of misrepresentations of the WWPMM material in the web material so far available may be an indication of some underlying faults in the translation process.

Many of the problems appear to centre around the conversion of bullets and indentations

Some examples are:

In *Analyse impact* (formerly *ChM.10.20. Analyse Impact*) there is a spurious change of bullet level half way down the input list. This is continued throughout the entire process.

Throughout almost all of *Event Management* there are spurious blank bullet points.

Throughout all the domain documentation there is an extra layer of indentation at each bullet level This may be deliberate, and thought to improve the clarity but we find it confusing and difficult to check if the level of indentation is correct.

The basic template fo Work Products has completely lost the structure. There is no distinction between headings and subheadings, some sub-headings have disappeared completely.

I hope you will take these comments as intended to be helpful. I know how infuriating it is when people comment on unfinished work in detail, but I thought you might like to review whether any of these problems are caused by flaws in the process. If we can help in any way to clarify our material, please let me know.

Regards,
Sue

Sue Davies

ITEM 3
==========> 3)

----- Forwarded by Liliane Lafuite/France/IBM on 03/11/2004 16:50 -----

Elyse Anchell@IBMUS

19/11/99 23:30

To: WWPMM Development Team
cc:
From: Elyse Anchell/Boca Raton/IBM@ibmus
Subject: 1999 Knowledge Refresh: Remote user testing

FYI - You can go ahead and give it a try...Elyse

Elyse Anchell
IBM Certified Project Manager
WWPMM Development Team
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---------- Forwarded by Elyse Anchell/Boca Raton/IBM on 19-11-99 05:29 PM ----------

Scott Wagert

19-11-99 10:40:21 AM

To: Joyce Cunningham/Raleigh/IBM@IBMUS, Anthony DeBellis/Austin/IBM@IBMUS, David Harris/UK/IBM@IBMGB, Bill Phillips/Charlotte/IBM@IBMUS, Theresa Schnider/Atlanta/IBM@IBMUS, Elyse Anchell/Boca Raton/IBM@IBMUS, Mark Goebel/Atlanta/IBM@IBMUS, Gerard Vahee/France/IBM@IBMFR
cc:
From: Scott Wagert/Austin/IBM@IBMUS
Subject: 1999 Knowledge Refresh: Remote user testing

here is the information distributed to the 'remote testers'.. please feel free to access the course..
thanks,
scott

Scott Wagert
IBM Global Services Institute
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Visit my organization's Website at: http://w3.ibm.com/services/institute

---------- Forwarded by Scott Wagert/Austin/IBM on 11/19/99 09:36 AM ----------

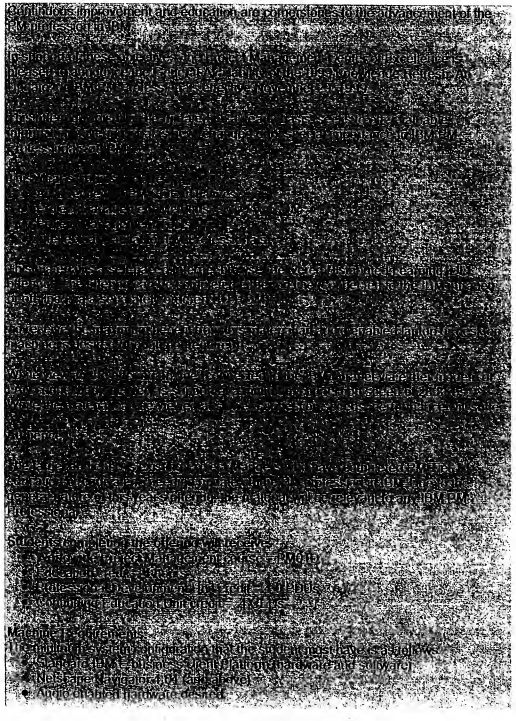
Scott Wagert
11/19/99 06:24:08 AM

To: Knowledge Refresh Testers
cc: Susan Iverson/Bethesda/IBM@IBMUS, Diane Holmes/Bethesda/IBM@IBMUS, Sue Easterling/Atlanta/IBM@IBMUS, Darren WHITT/Belgium/IBM@IBMBE, John Milota/Belgium/IBM@IBMBE, Judy Sennett/Mount Pleasant/IBM@IBMUS
From: Scott Wagert/Austin/IBM@IBMUS
Subject: 1999 Knowledge Refresh: Remote user testing

We have finally resolved all the server issues and are ready to start the end-user remote testing. Thank you for your patience. We believe you will agree it was worth the wait.

Here is a copy of the course announcement which will appear at GA. This will acquaint you with some of the details of the offering:

1999 Knowledge Refresh: An Update for IBM PM Professionals



Click on this link to gain access to --> 1999 Knowledge Refresh: An Update for IBM PM Professionals

You may start the course at any time, enter and exit as often as you wish. This on-line test will run until November 29th.

Everything should be self-explanatory as you start the offering. We are interested in any problems you have connecting to the server or accessing material from your home location. If you encounter any problems, please use the 'Feedback' button which appears at the bottom of every page. If for some reason you cannot get far enough to use the Feedback function, please correspond directly to me

Thank you for your participation and your patience as we were ironing out all the last little problems.

Cheers,
Scott

Scott Wagert

IBM Global Services Institute

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Visit My Organization's Website at: http://w3.ibm.com/services/institute
"Out the token ring, through the router, down the fiber, off a switch, past the firewall, down the T1, under the bridge, into the ether ... nothing but Net !!"

ITEM 4
==========> 4)

----- Forwarded by Liliane Lafuite/France/IBM on 03/11/2004 16:53 -----

Elyse Anchell@IBMUS
24/11/99 22:24

To: WWPMM Development Team
cc: David Harris/UK/IBM@IBMGB
From: Elyse Anchell/Boca Raton/IBM@ibmus
Subject: Adding text to footer of WWPMM PDF Files

Team -

Since the web version of WWPMM is the official published version, we need to add some text to the PDF version so that people understand that the PDF version is for Development use only and is not intended for distribution.

I propose the following text to be added to the Wordpro/PDF footers -

"Working Copy - For Development Team Use Only - Do Not Distribute"

Please get back to me by end of day Thursday (Nov 25th - Thanksgiving) with your comments.

Once we agree, Therese will rebuild the material and replace the new version on the cafe. At that point we will only distribute the newly labeled documentation.

I understand that the "horse has left the barn" and that there are already numerous versions of the PDF version already in circulation. We are not going to do anything to try and fix those documents that are already in circulation.

Thanks in advance for your feedback - Elyse

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==========End.